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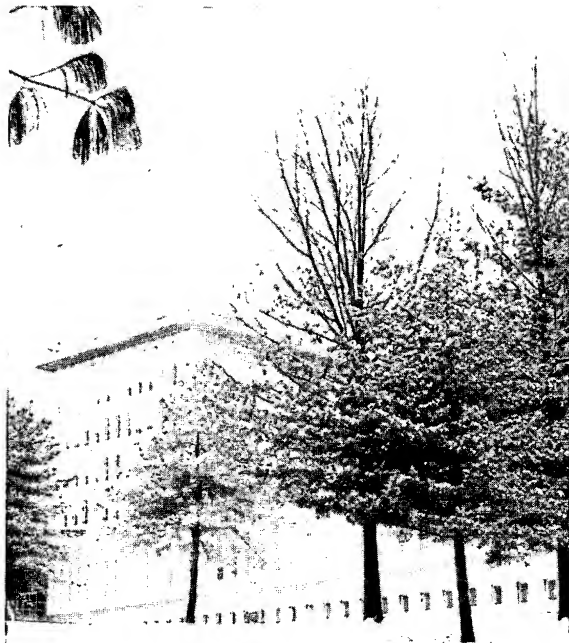
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PYRGHT

Tell me and I'll forget,  
Show me and I may remember,  
But involve me and I will understand.

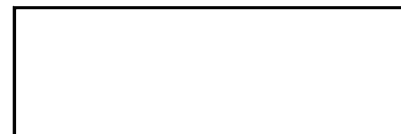
OTR

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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

NATIONAL SECURITY INFORMATION



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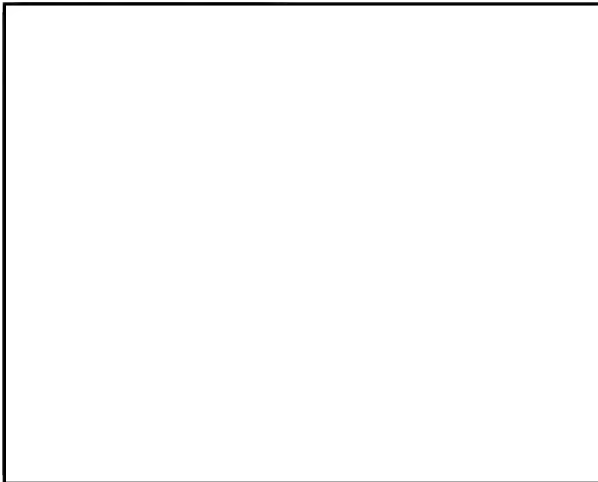
WARNING NOTICE  
Intelligence Sources and Methods Involved

Photographs in this issue carry the overall classification of the article in which they appear.

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# staff



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VOLUME 4, NO. 1

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# comment

For those in the DDA who have had the opportunity to serve abroad, you can readily appreciate the close cooperation—in fact, the actual integration—that takes place in melding the functions of the DDO and the DDA into a single Agency mission abroad. That integration process is vital to the work of the DDO and indeed instrumental in assisting the DDO in accomplishing what it does. ☐

The ease of the effort between operations and support stems from a history shared by both directorates, reaching back to the OSS during World War II. While there may have been various permutations in the wiring diagrams of each respective component, the end result was the same: effective support to our operational activities. As the mission of the Agency evolved from large-scale paramilitary and covert action programs to an emphasis on the traditional espionage, the job of support to our operations became more difficult. Dwindling positions overseas required that the DDA do its job with fewer personnel, yet the complexity of our oper-

ations increased, and the accountability became more stringent. No longer was it sufficient to accomplish the difficult, but to do so with complete regard for propriety, legality, and efficiency. As we moved from large support structures in our overseas stations to what is now referred to as "minimum manning," we called upon the DDA to insure that we continue to enjoy the best of support and also to take additional care that our stations' finances, logistical records, and personnel needs remain in good order. ☐

The fact that the DDO wears a variety of covers in its overseas activities places an added burden upon the process of administering our personnel abroad. Whether that is done through an executive department's organization, through a nominal arrangement, or through a nonofficial cover entity, we have an insatiable desire for our needs to be satisfied with a standard throughout and take for granted the timely administration of a dozen or so different payrolls. The mission of the Agency has been paramount in the lifestyle of those who support our operations

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John N. McMahon  
Deputy Director for Operations

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25X1 and is manifested in the dedication of end-less hours worked to insure that a support requirement is filled. ☐

25X1 We accept a communications system second to none as a given. We are content that we could not settle for less. We have seen that communications system respond in times of crises when other systems have failed. ☐

25X1 The network of logistic support which stretches to every corner of the world has developed a reputation where silence from complaint is quiet testimony to the efficiency of the operation. ☐

25X1 The rather unique demands of the DDO on its personnel and dependents have stimulated within the Agency a refined and attentive medical program. We assign families overseas with confidence, knowing that their medical well-being is properly served. ☐

I could go on with a litany of appreciation running through the offices of the DDA, such

as Security, Personnel, Data Processing, etc., and the significant role they play in supporting our operations. ☐

25X1 While I have focused on our overseas operation, it is obvious that the same co-operation exists in Washington. The support personnel in the typical DDO division or staff are an integral part of the policy decisions that take place in those divisions. Again, while their respective expertise may distinguish the DDA officer from the DDO officer, the participation is as a unit. ☐

25X1 Unlike most functions of the Agency that can rely on academic graduates to bring the necessary training and expertise to their work, the DDO must train its own. It does so through emphasis on our OTR programs and on-the-job experience. Because of this, the DDO invests heavily in the training process, not only in the time our young officers spend in the training process, but also in the assignment of qualified operations officers to OTR. Apart from the operational training curriculum, however, OTR has stayed

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abreast our changing world and has made available to our personnel the latest in techniques for management and leadership. The arduous schedule of our training courses has been made tolerable by first-class training facilities that are not only functional but also highly maintained. ☐

All of this is not to say that operational support is without challenge and our needs completely satisfied. As laws, restrictive controls, and limiting regulations impact on the facility of operations, heavier is the burden on the administrative personnel to conduct our support as effectively as ever. ☐

I think it is appropriate that I express, in behalf of the DDO, our appreciation to the DDA, which has served us well and strives to make our difficult operational job that much easier. ☐

It is also an opportunity to note that this month Jack Blake, the current DDA, will retire. The annals of Agency history already have recognized the contribution that Jack

Blake has made, and his record is replete with Agency awards and medals. Recently he was selected as the recipient of the National Civil Service League Career Service Award. We in the DDO, however, benefited considerably from Jack Blake and want to extend to him our official gratitude and farewell. He is the epitome of a leader and manager who also knows how to support. ☐

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# the directorate

MAJOR CHALLENGES IN 1979 ☐

In this, our first *DDA Exchange* issue of the new year, the Office Directors were asked to share with readers their answers to the question:

*What is the major challenge that your office faces in 1979?* ☐

COMMUNICATIONS ☐

Accommodating changes in our operating environment is the major challenge to OC today. ☐

Overseas perks are disappearing while inflation and the shrinking dollar, along with crime and terrorism abroad, are making overseas living less and less attractive to our personnel. Nevertheless, we must keep hundreds of highly motivated, conscientious professional communicators working throughout the world. ☐

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Throughout these changing conditions, we must continue to operate an effective, efficient worldwide network accommodating ever increasing volumes of traffic while simultaneously facing decreases in fiscal and human resources. Although the challenges of 1979 may be somewhat unique to our organizational history, the men and women of OC have always met challenges with considerable flexibility and imagination. Next year will not be an exception. ☐

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#### DATA PROCESSING ☐

Clifford D. May

In the 15 years that ODP has been in existence, it has grown into one of the most diversified and technically sophisticated

computer facilities in the country. This sophistication has been brought about by ODP's efforts to bring computer support as close as possible to the end user and to simplify its use. The computer is no longer the sole domain of the computer professional but is now the day-to-day working tool of the budget and fiscal officer, the logistics officer, the personnel officer, the intelligence analyst, and the office secretary, to name a few. At their fingertips, we have placed the ability to perform such diverse tasks as economic modeling, word processing, text analysis, statistical computations, and graphic presentations. ☐

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To maintain, improve, and broaden this type of computer support to the Agency and the Intelligence Community, ODP must attract and retain a complement of highly skilled, competent, and imaginative specialists, far superior to those required in a more static and conventional computer installation. In light of the salary ranges, working environments, and fringe benefits available in the private sector to computer specialists

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25X1 of this caliber, the major challenge facing ODP in 1979 is the recruitment, compensation, and retention of personnel with sufficient skill to allow the Agency to continue to enjoy the breadth and depth of computer services to which it has become accustomed—and without which it can no longer function effectively. ☐

25X1 FINANCE ☐

Thomas B. Yale

25X1 “Doing more with less” has become a recurrent theme throughout the DDA and the Agency over the last several years, and OF is no exception. ☐

A multitude of forces continues to converge on this one common point. Executive and Congressional interest in the execution of Federal agency programs in general and National foreign intelligence programs in particular have prompted demands for more financial and budget related data both inter-

nally and externally. Controls, checks and balances over the use of official funds are being continually fine tuned in response to internal management and external oversight requirements. New interpretations or reaffirmations of old attitudes, some of which have taken the form of a Privacy Act or a Freedom of Information Act, have generated new administrative requirements. ☐

25X1 While meeting these challenges and concurrently striving to adapt “state of the art” technology to CIA financial and budgetary requirements and processes, OF also continues to play its traditional day-to-day roles of accountant, auditor, banker, and paymaster. All of this we have and must continue to do with limitations on our only resource—people. ☐

25X1 Our challenge then, in 1979, is to find ways and means of maintaining the continuing integrity of Agency financial operations and meeting demands for more information on a timely basis while, at the same time, streamlining and improving procedures consistent

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5X1 with "state of the art" technology and other-  
5X1 wise improving the overall cost effectiveness  
of our operations. [ ]

5X1 LOGISTICS [ ]

James H. McDonald

5X1 The major challenge facing OL will be to  
5X1 conclude action started 3 years ago with  
GSA to lease approximately [ ] square  
feet of space, design and configure to our  
requirement, and effect the moves required  
to meet increased demands for space in the  
Headquarters Building. [ ]

5X1 Our needs for more space stem from a  
variety of requirements, primary of which is  
the conversion of Headquarters offices to  
special-use space for expanding computer-  
oriented programs (such as SAFE). Addition-  
ally, we are seeking to alleviate the extremely  
crowded conditions in Headquarters Build-  
ing as well as accommodate new functions  
that must be located in Headquarters Build-  
ing. As always, the key issue and most diffi-

cult decision to make is who (and which  
components) will be required to move out of  
Headquarters Building into the newly leased  
space. OL is charged with developing recom-  
mendations for EAG decision on this sensi-  
tive and controversial subject. [ ]

MEDICAL SERVICES [ ]

Charles A. Bohrer, M.D.

While I can see the value of identifying the  
challenge, which in essence would amount to  
predicting the future, I have become very  
humble and cautious about doing so for a  
variety of reasons. [ ]

However, given continuation of past level  
of support for OMS mission and function by  
senior management, the major challenge has  
been and continues to be the recruitment  
and retention of qualified personnel. That  
challenge could, in short order, be turned to  
a different challenge if this office should be  
reduced in strength. The major challenge

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then would be deciding what function would be eliminated. Reduction in strength by salami-slicing is no longer possible. Any reduction would require discontinuance of a service or a function. ☐

PERSONNEL ☐

F. W. M. Janney

The major challenges facing OP in 1979 are:

- Development and institution of modifications to the Agency's personnel management system in accord with the DCI's decisions relative to policy changes and emphasis. ☐
- Collaterally institute efforts to improve visibility and employee understanding of the primary features of the promotion, career development, and comparative evaluation systems. ☐
- Monitor and evaluate personnel management as implemented through dele-

gations of authority and responsibility to the Heads of Career Services and their Subgroups. ☐

SECURITY ☐

Robert W. Gambino

The greatest challenge facing OS in 1979 relates, as might be expected, to a recent and awesome case of espionage involving a former Agency employee. It also ties in to a significant number of other cases over the past 18 months where classified information has been improperly removed from Agency buildings or revealed to unauthorized persons. ☐

The crux of the challenge lies in strengthening security discipline and increasing employee motivation toward the goals of the security program. Key to all this is involvement; involvement by managers, by supervisors, and by all Agency employees. With such involvement (read "caring"), there are

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no security threats we cannot meet successfully. To promote such motivation, through security awareness programs, is our greatest challenge as we enter the new year. ☐

TRAINING (U)

Harry E. Fitzwater

OTR faces a double challenge. The first is to meet a number of new requirements in such fields as management training, analyst training, and operations training. The other task is to improve the effectiveness of all OTR training programs by making sure that individuals who receive training participate to the fullest and that they demonstrate, as part of their training, accountability for the subject matter which is covered. ☐

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# about dda

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## THE AGENCY TRAVEL POLICY COMMITTEE (U)

☐ OF ☐

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Have you ever wondered why traveling for "Uncle" these days is less enjoyable than you once found it? Have you wondered why there is continual insistence that you take the cheapest air fare available, use the smallest rental car, stay at a less than posh hotel? Have you been wondering why your own costs incident to your official trips have risen over the years? More important, have you ever asked yourself who or what is responsible for those decisions which predetermine what your entitlements are as an official traveler? ☐

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This may surprise you, but the problems we face as official travelers do not trace back solely to Agency travel regulations. Basic travel rules have not changed. The primary objective has always been to get the TDY or PCS traveler from here to there and back at minimal cost to the Government. The real

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change has occurred in the circumstances or conditions that affect the cost of travel in the world outside our walls. Reduced rate air fares have proliferated like rabbits in recent months. Discount auto rentals have become the norm rather than the exception. The more expensive lodging and eating establishments can be avoided everywhere with no substantial inconvenience or detrimental effects on the efficiency or well-being of the traveler. Regulatory provisions are now being fine tuned so as to benefit whenever possible from the many travel cost savings opportunities that have become available in recent years. ☐

Enter the Agency Travel Policy Committee (TPC), a panel of six senior officers whose function is to:

advise and assist the DDA in the timely review and adoption of Agency travel policies and in the coordination of travel regulations. (HR ☐)

The first responsibility of this deliberative body, as an arm of the DDA, is to be respon-

sive to the needs of the DDA in providing administrative guidance and support for Agency travel activity. The TPC also acts as the primary impetus in keeping Agency travel policy consistent with general government-wide policies and practice. Recommendations for changes in Agency travel policy, regulations, or practices frequently come from the office of the DDA. They also originate from any of a variety of other sources—the Central Travel Branch, an administrative or operating official, an employee suggestion. They are often prompted by a GSA publication, GAO decision, or State Department practice. The TPC is responsible for evaluating all recommendations and trends in light of legal requirements, equity, economy, administrative feasibility, and consistency of application. Existing policies and regulations are under constant review to find ways of improving efficiency, reduce costs, and to ensure they are not in conflict with law or other regulations. The DDA, other senior officials, and, in fact, all Agency employees rely on the Committee to provide timely and authoritative advice concerning travel policies, problems, and practices. ☐

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The TPC is headed by a chairman designated by the DDA. Each of the Agency's four Directorates and OGC selects a senior officer to represent them as a voting member of the Committee. There are, in addition, two non-voting members: the Secretary-Advisor and the Central Travel Advisor. A representative from the office of SSA-DDA sits at all meetings and, on occasion, guests from other Agency components may be requested to appear in an advisory capacity concerning special travel situations. ☐

The activity of this Agency is such that there is frequent need to get a job done at a location where an employee with the required expertise isn't. Since it is almost always impossible to pack up the job and move it to the employee, the employee is requested to pack up and go to the job. How the employee gets there, is maintained in place, and returns to the point of origin is a matter of great concern to the Agency, to Congress, and to the Executive. The cost of travel and related costs for transportation and storage of personal effects amount to

approximately 5 percent of the total Agency budget. However, the number of regulatory pages devoted to travel and thereby governing the use of that 5 percent is second only in number to those covering personnel administration. ☐

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Who originates travel policy? Where do the travel regulations come from? It all starts at the very top; through the legislative process in Congress, and from the Executive Offices (primarily OMB) assisting the President. Regulatory-type pronouncements from the White House are usually issued in the form of Executive Orders which, for our purposes, are law. Executive policy guidance is normally disseminated in a bulletin issued by the OMB. Statutory enactments are reduced to regulatory format (the Federal Travel Regulations) by the Federal Travel Management Division, GSA, and are generally applicable to all Federal Agencies. The Comptroller General of the United States is also very much in the act. CG decisions, at the very least, will set standards for policy and some will become law if and when incor-

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porated into the body of Federal Travel Regulations. The entitlements prescribed within this framework of statutes, policy, and regulatory material are the maximum allowable almost without exception. Each agency may then develop (when necessary and within the total framework) its own regulations tailored to its specific needs and circumstances. The tailoring function in this Agency is performed by the Travel Policy Committee. ☐

SECURITY: NEW DIMENSIONS AND CHALLENGES ☐

☐ OS

Today, new skills and knowledge must be developed in order to cope with all facets of technological growth. In OS, the traditional functions of personnel, physical, and technical security have been in a state of constant change in order to afford the Agency the best possible support. Now there is another dimension to security that is demanding evermore attention, namely, computer secu-

ity. This field incorporates computer technology with the traditional aspects of security to protect and preserve the integrity of data in information systems. ☐

Providing security to a computer system is a multifaceted problem encompassing physical security, personnel security, operational procedures, computer hardware features, and programming and software conventions. Contending with continual changes in the computer industry's products, which until recently were not designed with security in mind, further complicates this problem. ☐

The current and increasing concern for data security is the result of three major interrelated factors:

- The first is the dramatic technological advancements in computing hardware and programming systems.
- The second is the evergrowing need of government to process larger quantities of data as rapidly as possible.

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- The third factor, the result of greater availability of digital communication facilities and terminal devices, is the increasing emphasis on providing "computer power" at the remote operations level. The growth and magnitude of computer presence at remote locations is illustrated by approximately 1900 remote terminals currently in use throughout the Agency. In the near term, that number of terminals will probably double. Concurrent with this trend is the anticipated growth of the minicomputer applications, which will further facilitate the change to a "paperless society" and, one hopes, enhance the Agency's efficiency and production. ☐

The benefits derived from the uses of computing systems are dramatic. As access to information is extended outward to operating levels, however, security measures must correspondingly extend outward to control access. ☐

OS and the operating components have implemented certain procedures to protect

against the loss of any vital data stored and processed by these systems. The data security measures being developed today are needed to prevent disclosure to, or modification by, unauthorized persons. An example of the data security measures instituted by OS and ODP is the identification of users through the use of individual passwords made possible by software constraints and verified by an audit trail. ☐

The technological advances initiated by the badge machine, which uses the unique combination of numbers and personal code, may lead to the incorporation of this concept into better security for the log on/off procedure used for cathode ray tube (CRT) terminals. Present research in ADP technology suggests the possible use of voiceprints or fingerprints as unique identifiers for Agency authorized users. ☐

To continuously maintain the integrity of Agency systems, OS conducts an annual survey of all remote terminals, attempting to ensure that users are aware of their respon-

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5X1 sibilities and that the procedures remain sound. ☐

5X1 Effective security procedures are tailored to the user's need and should not be forced into inappropriate areas. Efficiency, coupled with good security, insures a viable computer system. ☐

5X1A IT'S HARD TO REMEMBER AFTER 25 YEARS ☐

5X1 ☐ OP

5X1 Have you provided the OP with copies of DD 214's, military orders, or military discharge papers to verify your active duty service for leave and retirement purposes? ☐

5X1 Did you include all former government service on Standard Form 144 at the time you entered on duty with CIA? ☐

If your answer to either of the above questions is no, now is the time to update your

records. Don't wait until you are ready to retire, because you may encounter delays in obtaining verification of claimed service. And not to be overlooked, additional credit for service may affect your annual current leave accrual rate. ☐

With certain exceptions, credit for leave accrual rate and retirement is given for service, both civilian and military, performed for the Federal Government. Service performed for other employers is not creditable. Credit is given for service in the executive, judicial, and legislative branches of the Federal Government and in the District of Columbia. The service may be performed at different times and in one or more agencies of the Government. ☐

If you have questions regarding your prior Federal service, contact OP, Transactions and Records Branch. ☐

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# THE PHOTOGRAPHERS ☐

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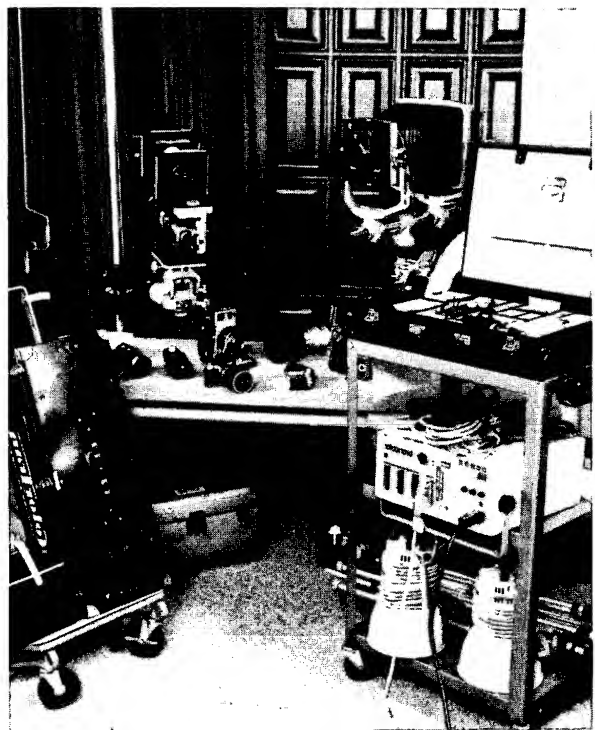
From time to time, articles have been published in *DDA Exchange* describing some of the unique activities performed by DDA careerists. We have read about the communicators, the occupational health nurses, the couriers. This article describes the photographers—those assigned to the Photography Branch of the Printing and Photography Division. And how better to “write” about their activities than in pictures? ☐

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Part of the “photo team” and a variety of equipment that is frequently used to record the photographic requests. ☐

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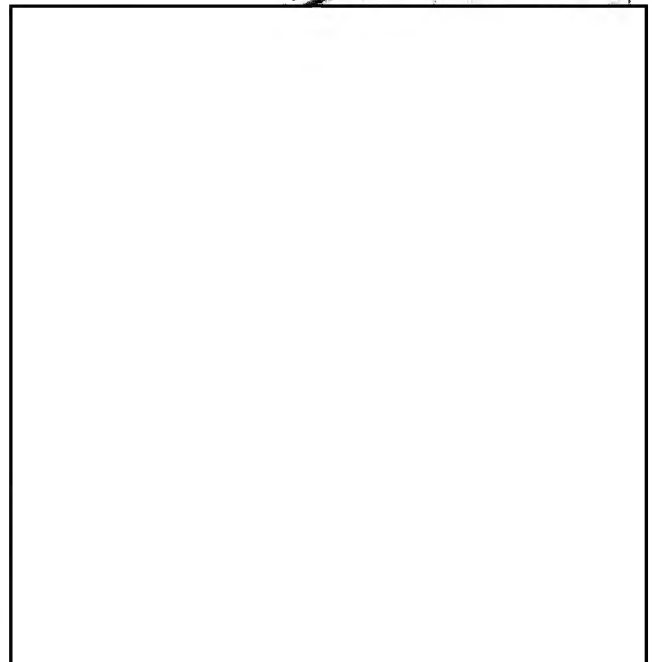
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P&PD photographers busy "doing their thing." Note that the photographer must be close to the action and involved for a successful picture. The President's rapid movement makes focus difficult. Therefore, camera and light are pre-set and many quick grab shots are taken. ☐



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Aerial photo taken from helicopter. Doors are removed from aircraft before leaving ground to facilitate ease of camera movement. This also makes the job much more thrilling for the photographer! ☐

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USING PSYCHOLOGICAL TESTS FOR  
PERSONNEL SELECTION: COMPUTER  
PROGRAMMING ☐

☐ Ph.D., OMS

The selection of personnel best suited to an office's working environment has typically depended upon interview data, previous job histories, and references. Selection can often be significantly improved through the use of tests which successfully identify persons who possess the skills, abilities, attitudes, habits, or personality traits required by the particular job. However, EEO guidelines have been the cause of great concern to managers and employers who are accustomed to making employment decisions based upon results from tests or other selection procedures. According to the *Federal Register* (Vol. 42, No. 251, 30 December 1977):

The use of any selection procedure which has an adverse impact on the hiring, promotion or other employment or membership opportunities of mem-

bers of any racial, ethnic or sex group will be considered to be discriminatory and inconsistent with these guidelines, unless the procedure has been validated in accordance with these guidelines. . . ☐

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Therefore, the problem arises in which one must choose a selection procedure which differentiates between persons who are able to perform the job in question and those who are not and which satisfies the requirements of using validated personnel selection procedures as set forth in the EEO guidelines. The solution to this difficult issue is to employ a valid test. ☐

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What is a Valid Test?

Formal test validation is a necessary part of any effective personnel program which uses tests in order to facilitate the selection of qualified employees. The validity of a paper and pencil test is usually defined in terms of the relationship between scores obtained on the test and ratings obtained on

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some observable criterion, such as performance on the job. When a person's score on the test is high and the individual's job performance rating is also high, a positive correlation exists between the two measures. If the magnitude of the correlation is sufficient, we call the test a "valid" indicator of the job performance criterion. A properly validated test can be used as a selection tool which can predict an applicant's potential for success in the job—before he is hired. Validation studies of this type are instrumental in responding to two concerns frequently voiced by management:

- Are we rejecting high quality applicants?
- Are we expending valuable time and resources by processing many applicants who will probably never develop the skills necessary to perform efficiently on the job? ☐

#### Test Validation Applied to Computer Programming

The Psychological Services Staff (PSS) of the OMS regularly conducts studies to validate existing paper and pencil tests. PSS has recently completed a validation study for ODP using information from the commercially available Wolfe Aptitude Assessment Battery for Programming (AABP), the Agency's own Professional Test Battery (PTB), and recent ODP supervisory job performance ratings. The study, conducted in close coordination with ODP, was designed to determine how well job performance in computer programming can be predicted from data obtained on psychological tests.

It was found that both the AABP and portions of the PTB are highly valid predictors of overall job performance in computer programming. Statistical analyses were performed relating scores on the AABP and PTB to ratings of job performance on each of four dimensions: programming performance

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(PP), programming aptitude (PA), management/supervisory potential (MS), and systems analysis aptitude (SA). The results clearly substantiate the predictive value of the AABP and PTB on all four dimensions of job performance and especially for the dimensions PP, PA, and SA. This, of course, underscores the value of both the AABP and the PTB as predictors of subsequent programming performance and as a yardstick for estimating pure programming aptitude and systems analysis potential. ☐

PTB as an Applicant Prescreening Device

In addition to being a valid predictor of computer programming job performance, the PTB has been demonstrated to be immensely useful in predicting scores on the AABP test. The excellent predictability of performance on the AABP is, in addition to being interesting, of substantial practical significance. Agency applicants are tested using the PTB in ☐ across the country. Field testing with the PTB can therefore serve a useful prescreen-

ing function. This could result in the saving of large sums of money currently being invested in the administration of the comparatively expensive AABP to many questionable candidates for professional data processing careers in the Agency. Results of scores on PTB tests could also provide a basis for deciding whether or not to bring the applicant to the Headquarters area for interviews and/or further testing. ☐

Who can benefit?

Any component involved with ADP functions, such as NPIC, OWI, ODP, OD&E, and IMS can apply the results of this validation study in selecting personnel with aptitude for computer programming. ☐

The PSS is prepared to make predictions of suitability for placement in jobs requiring general programming ability or other specific ADP skills, using PTB. While such predictions will probably never be error-free, they are better (by a very considerable margin) than guessing, and, when used together with

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other available information such as interview data, additional tests, references, or previous job histories, these validated predictions can play a tremendously important role in improving the employee selection process.

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Copies of the full 83-page report describing the study in detail are available. Questions and/or requests for copies of the report may be directed to the author of this article, Room 706, Chamber of Commerce Building.

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# aids

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CPR—TO SAVE A LIFE ☐

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An OC Employee

Imagine how you might feel if a colleague or family member suffered a heart attack, and you had to live with the knowledge that you had been unable to help because you did not know how to administer cardio-pulmonary resuscitation (CPR). Perhaps it would have been too late anyway, but would you ever really be certain? An OC employee recently found himself in a situation where immediate CPR was required. With presence of mind, and a knowledge of CPR, this man saved a life. ☐

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The employee and his wife were stationed at a remote overseas location where the health care available was minimal. Following is a sequence of events leading up to the necessity for the employee to administer CPR to his wife. ☐

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The wife's first symptoms were nausea and severe pain, at first isolated in her left armpit

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and later more general in the left upper torso. The employee transported his wife to a small missionary hospital. A normal EKG and vital signs taken four hours after the initial onset of pain led the physician to diagnose flu. The doctor prescribed Valium and aspirin and dismissed the patient. [ ]

After spending a restless night, the patient went into cardiac arrest at 5:00 a.m. The employee found her unconscious after returning to the bedroom after an absence of only one minute. Her eyes were wide open and fully dilated, and she was not breathing. After listening for breath and feeling for pulse, the employee began CPR. Over the period of 30 to 45 seconds while CPR was being administered, two isolated gasps were emitted. The employee then gave his wife a pre-cardial thump (a sharp rap on the sternum with considerable force), after which she gasped and took up breathing unassisted. However, she remained unconscious. A call over the organization E&E radio net was given for the [ ] OC relay station's pneolator. They arrived 30

minutes later, and the wife was again transported to the missionary hospital over 30 miles of bad road. She remained unconscious for a total of 3 hours and 55 minutes before regaining consciousness and full lucidity. [ ]

She again complained of severe pain, localized in the left armpit, and went into cardiac arrest for a second time. The employee began CPR and was relieved by two doctors in approximately one minute. After almost three more minutes of cardio-pulmonary resuscitation, she again began breathing unassisted. [ ]

Several months have now passed since the initial insult. Although the employee's wife has sustained some memory loss as a result of hypoxia (oxygen starvation to the brain), she has a good prognosis for recovery. [ ]

It should be stressed that this employee, who has served overseas for OC continuously for the last 15 years, had only seen the filmed program on administering CPR



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and had not had the benefit of the formalized CPR training now given to all OC personnel when entering on duty. The employee agrees that although the film strip program is what ultimately saved his wife's life, it certainly does not take the place of tutorial training. His message to *DDA Exchange* readers is simple: "Take CPR training at the earliest possible time. It may very well save a life." ☐

HELP! ☐

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☐ ODP

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There you are, sitting at a VM terminal, ready to solve the problem of the day, but you just cannot remember how to use that tricky command. What do you do? Call for HELP, of course. ☐

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Several years ago it became obvious that with the many facilities available on the VM (Virtual Machine) system, some type of on-line documentation would be helpful. With this thought in mind, the Interactive Systems Branch of the Systems Programming Division of ODP developed the "HELP" online system. This system allows a terminal user to query VM commands right on the terminal and receive the command formats and additional information required to use the commands effectively. ☐

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In addition to CP (the overall Virtual Control Program) and CMS (Conversational Monitor System—an operating system con-

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trolling users' interaction with VM) commands, some programs, such as SEDIT (SUPER EDIT, what else?), have extended HELP to document the subcommands they have made available. The programs with HELP facilities include the Mag Tape command (MT), used to mount, read, and write tapes on VM; Batchmon (BC), used to send jobs to the Batch system from VM; and the Proc system, used to standardize common use macro programming commands. ☐

To find what HELP facilities are available, a user simply enters "HELP\*" or "HELP (subcommand)\*" at the terminal. Documentation for the HELP command itself can be obtained by entering "HELP HELP". Instead of displaying the information at the terminal, a user may specify the "PRINT" option to obtain hardcopy documentation from a high speed printer in the computer center. ☐

At the present time, many, but not all, of the VM facilities are documented with the HELP command. This is usually the most up-to-date documentation available. Our goal is

to have all documentation online, using the same files that are produced for the official hardcopy documentation. So the next time you are in trouble on your terminal, just call for HELP. ☐

AID WHEN YOU NEED IT ☐

☐ OP

The Public Service Aid Society (also known as PSAS) was founded in 1953 as a result of concern expressed by senior Agency officials for our employees who were sometimes faced with unusual financial problems. In those days, insurance coverage and other employee benefits were limited compared with the resources which are available today. As a result, many Agency employees, particularly those at overseas stations, found themselves in financial difficulties due to circumstances which were beyond their control. The Public Service Aid Society was incorporated under the laws of the District of Columbia in December 1953

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25X1 with the specific intention of assisting those who found themselves in this difficult situation. ☐

In the early days of the Society, direct financial assistance was rendered in the form of grants or non-interest bearing loans to meet emergency needs. When monetary expenditure was not involved, aid was given in the form of advice or counseling. The same basic guidelines prevail today; however, since 1968, grants are no longer provided. Typical situations for which aid may be obtained from the Society are:

- Extensive medical bills not covered by insurance and beyond the ability of the employee to pay.
- Emergency travel when not covered by Agency regulations.
- Emergency assistance following fire, storm, or other natural disaster when federal or state funds are not available.

- Personal debts which cannot be met with available resources because of illness or other valid circumstances. ☐ 25X1

The Society does not make loans that could normally be obtained from the Credit Union, conventional banks, or from personal sources, or which are merely for the convenience of the employee. ☐ 25X1

Employees interested in obtaining assistance from the Public Service Aid Society may call the Personal Affairs Branch (PAB) on extension ☐ The counselor for the Society will set up an appointment and provide guidance in filing a request. Applications for loans must be accompanied by a complete statement of the applicant's financial resources. All applications are handled in strict confidence. ☐ 25X1A 25X1

In 1961, the Board of Trustees became interested in the feasibility and desirability of extending the scope of the Society's activities to include the granting of loans for educational purposes in meritorious cases.

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5X1 This interest grew and developed and eventually culminated in the formation of a separate organization, the Educational Aid Fund (also known as EAF) in 1964. ☐

5X1 Financial assistance through the Educational Aid Fund is available to the sons and daughters of active, retired, or deceased Agency employees and may be in the form of grants or interest free loans, repayable after the student graduates. More than one member of a family may receive an award, and a student may receive awards in successive years if a new application is filed on each occasion. Applications are accepted from students entering or attending junior colleges and post-high school vocational schools, as well as four year colleges. ☐

5X1 The Educational Aid Fund also considers the applicants for four special awards each year. The Matthew Baird Award is granted to the student demonstrating unusually high personal motivation through self-help. The John McCone Award is keyed to the student whose financial need is particularly pressing.

The Frank Wisner Award is granted on the basis of outstanding academic and personal achievement. Finally, the Lawrence White Award aids the student who has demonstrated unusual leadership qualities in personal and academic life. ☐

Additional information concerning this program may also be obtained from PAB on extension ☐ Application forms for the 1979/1980 school year are now available in Room 5E69 Headquarters, and should be completed and returned to OP/PAB by 1 April 1979 in order to be considered for the Fall 1979 semester. ☐

The finances and activities of both the Public Service Aid Society and the Educational Aid Fund are audited annually by members of the Audit Staff/IG. Funding is obtained through the annual Agency Fund Drive, and individual donations may be made at any time. All contributions are deductible for income tax purposes. ☐

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DO MORE WITH LESS ☐

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☐ ISAS

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This is not just an empty phrase when applied to information. With the use of micrographics, today's managers, analysts, professionals, and just about everybody who uses information can have MORE information that is MORE accessible in LESS space, using LESS filing equipment, at LESS cost, in LESS time, with LESS filing, and with LESS misfiles. ☐

25X1

Unfortunately, when many people think of microfilm, they still think of a record storage tool. They think of reels of microfilm, usually of poor quality, and of awkward viewing equipment. This is no longer the case. Of course, storage for both Vital and Archival records is a major use of microfilm; however, today, microfilm is used for every type of information in every type of information system. It is used for historical information, active office records, computer indexed retrieval systems, engineering drawings, as

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well as publishing and republishing directives, manuals, and catalogs. It is used for payroll files, personnel files, security files, and reference files. In other words, just about any information that can be put on paper can be put on microfilm. ☐

Source Document Microfilm

Source Document microfilm is traditional microphotography that consists of photographing a document, drawing, chart, newspaper, or other existing physical form of information. ☐

OS converts security case files to microfiche when they become inactive. OF converts financial vouchers to roll microfilm. OC microrepublishes its manuals and handbooks and distributes microfiche copies to field stations ☐

Perhaps the most significant Source Document application is the Agency's microrepublishing of Intelligence Reports. Practically

every report printed by the Agency is microrepublished and distributed in film form within 24 hours to users both in and outside the Agency. OCR immediately receives a silver duplicate microfiche for retrospective reference. The original microform is forwarded to the Agency Archives, where it is stored in an environmentally controlled vault for future historical or operational use. ☐

The Agency has approximately 80 such active Source Document applications that in calendar year 1977 generated over 11 million images. This equates to 11 million pieces of paper but occupies only 5 percent of the space required for paper. ☐

Computer Output Microfilm

Just as the paper explosion that followed Gutenberg forced us to Source Document microfilming, the vast increase of computer print-outs brought about by increased computerization during the 1960s and 1970s has forced us to Computer Output Microfilm

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(COM). COM is a fast and inexpensive method of recording computer output in human readable form. In other words, COM is converting information in digital form on magnetic tape directly to microfilm by use of a COM recorder. Almost any information that is stored in digital form can be converted to microfilm. ☐

There are approximately 270 COM applications in the Agency that generated an additional 11 million images during calendar year 1977. More significant than these original images are the 40 million duplicates that were made for reference use. This is equivalent to 40 million pages of print-outs. Every office in the DDA is taking advantage of COM. The rapid response to questions regarding pay or leave is due to the use of COM microfiche by the payroll clerks. Personnel reports, financial reports, training reports, security clearance information, and even records management reports are all available on COM. ☐

Agency Micrographic Facilities

Both Source Document and COM microfilming services are available in the Printing and Photography Division/OL. These services are available to all Agency components. In addition to the production facility in P&PD, there are three other production facilities in the Agency that support particular component applications. The Agency resources represented include ☐ employees, 15,000 square feet of floor space, and equipment valued at almost \$4 million. ☐

The Micrographics and Word Processing Branch/ISAS keeps tabs on this Agency-wide activity and promotes and coordinates the use of micrographics. MWPB consists of four professional records managers who assist all Agency components in developing micrographic applications to help solve their information handling problems; in training managers, users, and technicians; in con-



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ducting studies for new applications; and in reviewing existing applications. ☐

New techniques, methods, equipment, and standards are made available to all Agency components through the Micrographics Users Group (MUG). This informal Agency group, chaired by the Chief/MWPB, consists of Records Management Officers, major users of micrographics, production shops supervisors, research and development personnel, and other interested and concerned Agency officials. ☐

#### The Future

No discussion on micrographics would be complete without some look into what promises to be an exciting future. The future of micrographics will include color microfiche, graphic COM, dry silver micrographic systems, updatable and erasable microfilms, telefiche, nonconventional image systems, and integrated systems. ☐

A graphic COM system probably has the most potential for immediate Agency use. A graphics COM recorder would allow direct microfiche production from automated text preparation/editing systems. This would eliminate the need to film hard copy documents and then verify the film for completeness and accuracy. A graphics COM system would give the capability to prepare financial data, personnel information, and other management-type data in graphic form for display on the microfiche to support and clarify the factual data. Some graphics COM systems are quite sophisticated and can be used for preparation of black and white and color movies, as well as alphanumeric and graphic output. ☐

The future is now. Advanced data processing, word processing, and image processing technologies are here. These technologies cannot and will not coexist. They will come together into integrated information systems, and micrographics will continue to be a significant ingredient. ☐

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25X1 FOR YOUR CONTINUED HEALTH ☐

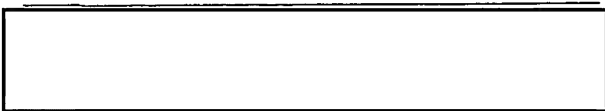
25X1 ☐ OMS

In January 1978, OMS added a new automated multichannel biochemical analyzer referred to as the SMA II. This new version of our older SMA Jr. is computer-controlled with numerous built-in quality controls to assure accurate results. ☐

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Many of our older employees may remember the days of manual performance and interpretation of clinical blood samples that seemed to take hours to accomplish. During the late 50's and early 60's, every blood sample tested in the clinical lab was done by hand. Since time was a factor, the number of tests that could be completed on any one individual was limited to those few essential

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tests necessary for clearance on Overseas PCS, TDY Standby, and Returnee physicals. ☐

OMS continued to strive to increase the number of tests per individual and in the mid-sixties, launched into our first automated chemistries. The first equipment operated under a completely new concept in automation but was limited to two tests done simultaneously, a blood sugar and blood urea. With added supplies, we were able to expand the equipment by reconfiguration to do two additional tests, uric acid and creatinine. ☐

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Automation of chemistries caught on and numerous companies entered into the research and manufacturing of various pieces of equipment, each adding more and more tests. The Clinical Activities Division, in an effort to provide the best possible equipment, continually updated older units while reviewing and testing new units as they became available. ☐

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In 1970, Technicon Corporation unveiled their SMA 12/60, a multichannel analyzer which automatically analyzes individual serum samples for 12 different biochemical substances. SMA stands for Sequential Multiple Analysis and, as the name implies, analyzes individual samples sequentially, one analysis following another. With this innovation, every employee was afforded an array of 12 biochemical exams on their serum, which aided greatly in the overall evaluation of the patient. In order to insure valid results, a quality control program using unknown serums supplied by the manufacturer was initiated and proved successful. As new medical technicians were employed or older ones returned from overseas assignments, a training program at Technicon's plant was set up to provide them with the knowledgeable background of the new concept and provide OMS with well-qualified technical operators of the equipment. ☐

In January 1978, our older model SMA Jr. was traded in for the newer Technicon computerized SMA II. The same sequential

multiple analysis has been continued; however, human error factors are virtually eliminated with the built-in computer continually monitoring the operation of the machine. Our new SMA II also has the added feature of a built-in Laboratory Information System which can send information from its stored data directly to our minicomputer for analysis and inclusion in the patient's medical file. ☐

In addition to the built-in quality controls, we are also participating in the International Laboratory Comparison Service (ILCS) in Geneva, Switzerland. On a monthly basis, we receive two unknown serums from ILCS which we run along with our patient serums. Our results of the two unknowns are then sent to Geneva for comparison with results of as many as 900 other laboratories worldwide. To date, our results have been well within two standard deviations or 95 percent of their known values, thus assuring our physicians of accurate and valid biochemical assays. ☐

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OMS is pleased to be able to provide employees with the latest in automated chemistries, audiometry, spirometry, EKG, and other testing and will continue to insure the best possible testing and accurate results available for your continued health. ☐

were joined by ☐ of ORD in a panel session on potential applications for the Intelligence Community, which included some rough time and cost estimates for typical development programs. ☐

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ARTIFICIAL INTELLIGENCE ☐  
☐ OTR

Although there were some differences of opinion on the state of the art as it relates to intelligence functions, it is clearly well beyond the threshold and warrants serious consideration in several areas. The Information Science Center of OTR will continue to arrange future presentations on artificial intelligence from time to time; the Analytical Methodology Research Division of ORD is ready and anxious to assist interested parties in the development of artificial intelligence applications. ☐

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This rapidly developing field, which entails using machines, especially computers, to perform tasks of various degrees of intellectual complexity, was reviewed at Headquarters in a seminar on 30 November 1978. The principal speakers, Dr. Patrick Winston, who directs the MIT Artificial Intelligence Laboratory, and Dr. Peter Hart, who directs the Artificial Intelligence Center at Stanford Research Institute, described the development and applications of artificial intelligence techniques for an audience of about 150 Intelligence Community representatives. Following these presentations, the speakers

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# in conclusion

Recently the Chairman of the Suggestion and Achievement Awards Committee approved recognition of the special achievements of two employees based on the recommendation that is quoted in part below:

*DDA Exchange* is a cooperative effort with a large part of its continued success resulting from the interest of the many employee-authors who take the time and make the effort to share their expertise with others through contributions of articles to the magazine. With publication of the October issue, Volume 3 (1978) is complete. In reviewing the year, it was apparent that the standards of excellence had been maintained, and it seemed appropriate to select an article "that best exemplified the spirit and purpose of the magazine" for nomination of the author for a Special Achievement Award. ☐

Each of the eight Senior Editors made a selection from among the 62 articles contributed by DDA careerists and appearing in *DDA Exchange* during 1978. From the

top four articles selected by the Senior Editors, the Associate Editors made a selection. The final tally was a tie between two articles. . . . ☐

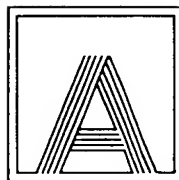
On 21 December, Mr. Blake presented Certificates of Special Achievement with accompanying checks to ☐ ☐ OC, for her contribution of an article "From Mothballs to Utility" that appeared in the October issue of *DDA Exchange* and to ☐ ISAS, for his article "The Regulations—Where Do They Come From?" that appeared in the July issue. ☐

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